# Jamey McCormick, Presiding

## Minutes

**Annual Meeting**

May 29, 2015 Mary Bridge Children’s Health Center

7:30 – 9:30am 1314 S L St, Tacoma

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| --- | --- | --- | --- | --- |
| Elizabeth Bailey | Gerald Denman | Jamey McCormick | Kent Roberts | Debi Young |
| ~~Silvia Barajas~~ | Amy Eveskcige | Rick Meeder | Brenda Rogers | ~~Rich Rocks~~ |
| Bill Berry | David Graybill | Marilyn Mullenax | Patty Rose | ~~Linda Proett~~ |
| Tonya Burnett | Tim Holmes | Linda Nguyen | Carla Santorno |  |
| Sebrena Chambers | Rod Koon | Jennifer Nino | Kristen Sawin |  |
| JoAnne Coy | Matt Levi | ~~Dirk Rabdau~~ | ~~Jeffrey Vernor~~ |  |

**UWPC Staff**: Dona Ponepinto, Pete Grignon, Heidi Hansen, Nalani Linder, Mike Leonard, Aimee Collins, Lindsay Tracy, Ted Smith **Guest**: Lisa Wilson, Courtney Druffel, Akua Konda, Jackie Yeh, Katherine Cavanaugh

**Call to Order/Welcome**

Jamey called the meeting to order at 7:30am

New staff Lindsay Morgan Tracy, VP of Community Impact & Engagement and Ted Smith, VP of Major Gifts and Planned Giving were introduce.

Jamey stated that the Code of Conduct and Board Guidelines document have been handed out and requested they be signed and return to Heidi at the end of the meeting.

**Approve Minutes from March 27, 2015**

**M/S/C**

**Financial**

Pete introduced Lisa Wilson, our auditor from McGladrey. She gave the 2014 financial audit report. As of the end of April 2015 United Way of Pierce County (UWPC) completed its audit of the 2014 financial statements. We received an unmodified, “clean” opinion. Simply, this means United Way’s financial statements are fairly presented in all material respects.

Assets

* Cash increased in 2014 by approximately $352,000 due to the increase in the investments and controlling expenditures.
* Total investments increased by $431,000 in 2014, which was driven mostly by market appreciation and additional purchases of investment securities

Liabilities and Net Assets

* Accounts payable and accrued expenses and grant payable decreased by approximately $26,000 which was largely the result of changes in the grant payable stemming from the 2014 scheduled payment to the Boys & Girls Club.
* Agency funds payable decreased by $16,000. This fluctuation is attributable to certain donor designated gifts received as part of the current campaign that were requested to be paid out prior to the end of 2014.
* Temporarily restricted net assets increased in 2014 by approximately $445,000. This fluctuation was a result of an increase of grant income. Unrestricted net assets also increased to a lesser degree, and there were no changes in permanently restricted net assets.

Revenues

* Total '13-'14 campaign results are up more than $88,000 when compared to the prior campaign ('12-'13). This increase was primarily to do the increase temporarily restricted revenue (grants) received in 2014.
* Total '14-'15 campaign revenue thus far are up approximately $98,000 over '13-'14 campaign during the same period. The increase is largely attributable to certain campaigns running in the fall when they had run in the spring in the prior year.
* Donor designations for the '13-'14 campaign increased by approximately $129,000, which is consistent with the decline in that year's campaign revenue. Donor designations for the '14-'15 campaign decreased approximately $280,000, which is mostly attributable to the increase in that campaign's revenue thus far.
* The other significant change can be seen in the $317,000 decrease in Other Income resulting from a decrease in in-kind advertising and donations.

Expenses by Category

* Funds allocated to agencies reflect payouts approved by the Board as a part of the approved 3-year payment cycle, net of amounts designated by donors. The decrease of approximately $800,000 over the prior year stems from consistent portion of campaign revenue being designated by the donor, as well as a $300,000 reduction in funded agencies in the new investment cycle.
* Community program service expenses decreased by approximately $282,000 due to savings from an organizational realignment.

Functional Expenses

* Salaries and related benefits decreased approximately $171,000 due mostly to the previously mentioned organizational realignment.
* In-kind expenses decreased approximately $161,000 stemming from a decrease in gifts in-kind distributed to community nonprofits.

Cash Flows

* Cash flows from operating activities resulted in net cash provided by operating activities of approximately $831,000. This net cash inflow was due to decreases in cash used for payroll related costs and distributions to agencies. These decreases, coupled with consistent contributions coming in the door resulted in a net cash inflow in 2014. Cash used in operating activities in 2013 was approximately $1,320,000.
* Cash flows from investing activities resulted in a net cash used in investing activities of approximately $376,000, which was directly a result of investment purchases outpacing investment sales in 2014. Cash used in investing activities was approximately $438,000 in 2013.
* Cash flows from financing activities resulted in a net cash outflow of approximately $100,000 in 2014, which is consistent with the cash outflow in 2013 of $100,000. This activity is comprised of payments made to the Boys & Girls Club as part of the grant agreement.

There were two major reasons why our community investments were significantly different from 2013 to 2014.

1. Funding from prior year reserves in donor designated impact areas; a much smaller amount from board set aside impact funds
2. New investment cycle funding dropping from $1.5M to $1.3M

Coming out of the great recession, from 2011-2013, we had some reserve match money from the departure of Russell Investments.  The board voted to use that money over the 2011-2013 funding cycle which allowed for a greater investment in community agencies.  In the current investment cycle, we couldn’t sustain that amount as it had been used up.  We forecasted that we would invest $1.2M a year for 2014-2016; a $300,000 difference.

**Mary Bridge Children’s Health Center**

Jamey Introduce Courtney Druffel, Health Educator, who gave highlights the Ready, Set, Go 5210 program. This is a three countywide initiative that combats childhood obesity by promoting healthy lifestyle choices for children, youth and families.

**Governance Report**

Board Goals – Scorecard

A scorecard has been create to track the Board Goals. Some areas noted in the goals are harder to track and need to be better defined, the Governance Committee will be refining this document. Dona and Jamey have been meeting individually with each board member, but we have not set up individual plans, this is will also be looked at by the Governance Committee.

Election of 2015-16 Officers

* Jamey McCormick – Chair
* Linda Nguyen – Vice-Chair
* Matt Levi – Secretary
* Jennifer Nino – Treasurer

 A motion was made to accept the 2015-16 Officers. **M/S/C**

Re-Election of Board members

* Sebrena Chambers
* Jennifer Nino
* Kristen Sawin
* Marilyn Mullenax
* Rod Koon

A motion was made to re-elect the above Board members. **M/S/C**

Retiring Board Members

* Debi Young
* Jeff Vernor
* Silvia Barajas

Linda thank these members for serve on the board. A thank you gift was given to Debi Young (the others will be mailed)

Organizational Assessment – Next Steps

We want to continue to keep the assessment on our radar screen and will be developing a plan and timeline that includes board role and work with staff to determine management’s role in the priority areas. Some main areas to improve on are: 1) messaging; 2) talent development; 3) staff training.

Dona mentioned that all staff have taken Strength Finders and this is an ongoing exercise at our staff meetings. It would be good for Board Members to take this also.

**Learnings from the Field**

Community Leaders Conference

The CLC was held in April in Grapevine, TX this year. Dona, Nalani Linder, Mike Leonard and Linda N. attended. Linda invited her WorkForce Development chair, Eric Hahn from General Plastics also. General Plastics had not had much involvement with UWPC but after the CLC and attending the Community Celebration, Eric went to his board and they donated $20,000 to UWPC. Nalani and Mike both gave highlights of their experience. Dona spoke about a crowd funding that they did, which raised $10,000 in 7 minutes. Next year this will be held in Vancouver, WA, hopefully more staff and Board will be able to attend.

Community Impact Forum – United Way of Columbia- Willamette

In March, several staff, Dona, Jamey and Linda N. attended a workshop in Portland. It was a chance for local United Way staff and volunteers to learn from their peers in other local United Ways about their transitions from transactional organizations to Community Impact organizations.

**Business Plan/Strategic Direction**

Jamey spoke about the business plan developed by Altruist Partners. While this took longer than expected, it is a tool that we can use when we approach major donors and foundations to help explain what we do and what their donation does. What it doesn’t include are the financials, but staff is working on this component and the good news is that moving forward, as we roll out “products”, they will have a cost attached to them and the plan is to be able to forecast those costs.

Break out Groups:

* What is positive/needs to be considered?
* How might we use the plan to bring clarity to our work?
* Messaging – How might we build a more clear and concise message? What are the key ingredients?

Positive

* Exercise to create plan
* Detail is positive
* Detail to data
* Metric, defined and clear indicator
* Core 3 overarching goals, strategies well defined
* We now have a blueprint for moving forward – mitigates questions about change
* Comprehensive
* Reflects breadth & depth of UW business
* Historical context of strategic direction
* “complicated story” – pulled together in one place
* Proves focus
* Exists, format is good

Consideration / Opportunities

* Focus on health
* Metrics
	+ Are they right metrics?
	+ Continuous assessment
	+ Opportunities for community learning & input
* Community agreement around the strategies and products – received input from entities working in the initiative areas
* Acronyms – spell out for all readers / audiences
* Page 7 – capture express data to best grab readers to engage sponsorship (make it compelling)
* Communication of plan – how to distribute and to whom
* Use of plan – monitoring and update on a formal schedule to ensure it “lives” (quarterly reports, scorecards)

Missing & Needed

* Donor engagement strategies, metrics, target
* Ongoing “checking in” with Community Partners’ strategy
* Engagement and coordination
* Sharpen and simplify messaging to multiple audiences
* Not clear on “what the asks is”
* Metrics
* Documents to refer back to for details to share with partners, potential partners and investors
* Helps with messaging
* Define our role – important

**Summer Learning Initiative**

Lindsay and Aimee gave highlights of the Summer Learning Initiative, which is focused on stopping the ‘summer slide’ by providing access to opportunities for supplemental learning and reading activities over the summer. Components of the initiative include:

* Summer Learning Every Child website – featuring opportunities across Pierce County in one easy to use website for parents. <http://www.uwpc.org/summerlearning>
* Summer Learning Project with summer meal sites – providing weekly enrichment and reading activities for children being served by free summer meal sites
* Little Free Libraries project, where volunteers will build, decorate, install and fill Little Free Libraries in neighborhoods around two high-need schools—giving kids access to books throughout the summer

Kids without access to summer enrichment programs lose more than two months in reading achievement. By the end of fifth grade, this may add up to nearly three grade equivalents. Your donation makes enrichment programs more accessible to kids throughout Pierce County and makes a “summer slide” fun again.

**Fundraising & Marketing Mechanisms**

* **Public Relations**: Exit133, Business Examiner and Tribune
* **Direct Mail:** 1 letter, 2,200 letters total
* **Direct Email**: 81,840 emails, 20% Average open
* **Videos**: Tutors, parent/child, Prairie Ridge piece & educator testimonials
* **Blog** **Articles**: Two blogs from different perspectives.
* **Social Media:** Twitter and Facebook included daily posts & crowdfunding

**Crowdfunding**

Aimee explained Mobile Cause, which is what we used at the Celebrate Community event. It takes less 4 minutes to set up a personal fundraiser page. We are just starting on this, but definitely something staff and Board and use. We need to get the Marketing Committee involved also.

* Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people, typically via the internet. One early-stage equity expert described it as “the practice of raising funds from two or more people over the internet towards a common Service, Project, Product, Investment, Cause, and Experience, or SPPICE.”
* The crowdfunding model is fueled by three types of actors: the project initiator who proposes the idea and/or project to be funded; individuals or groups who support the idea; and a moderating organization (the "platform") that brings the parties together to launch the idea.
* In 2013, the crowdfunding industry grew to be over $5.1 billion worldwide.
* <https://app.mobilecause.com/vf/Summer2015>

**President’s Report**

* **Campaign Updates**

Projecting over $500,000 over last year’s campaign. Currently the workplace campaign is at $5.2M (2014 $5.3M), still have outstanding dollars and hopefully major gifts and UW Life.

* **Advocacy Update**
	+ **211 -** Helen is still working strong for 2-1-1 and has gotten a lot of statewide attention. The House is behind us, working on the Senate. If the entire 2-1-1- system dissolves we will go back our 572-help and 800 number, which would cost approximately $20,000. If we stay part of a small system, assuming five call centers and based on 2012 data, it could cost up to $39,000.
	+ **Early Learning –** is still moving forward
	+ **Breakfast After the Bell -** is still moving forward
	+ **UWW / Labor –** United Way’s relationship with organized labor has been called in to question following an employee election of 30 associated regarding union representation at UWW. Patty has been involved in this. Dona will send out the information after the meeting. Patty stated Labor and UW are moving forward in a positive way.
	+ **Centers for Strong Families- Status –** Made it to the second phase, should be heard more soon. Staff is working on this whether we get the grant or not. Recently held a webinar with 25 people on the call. We are working with the City and many others on the strategy.
	+ **ALICE –** Dona iscontinuing to work on this.
	+ **Staff Updates –** we have filled the two VP positions. Nola has resigned, we will not be filling this position at this time. There are two RD positions being interviewed for now. The diagram below shows how we are cross functionally working.



* + **Prairie Line Trail –** the city will purchased the property from Burlington Northern at the price they offered it to us.
	+ **Celebrate Community Event –** was a great success, people left energized and inspired.
	+ **Neighborhood Grants –** new and working on refining this project
	+ **Live United Awards –** new this year, very well received
	+ **2014 Reflections and Beyond**
* **Relationships –** meet with a lot of people, building relationships
* **Revenue –** we are trying different things: digital, giving campaigns
* **Impact** – scorecards for board, staff, the organization, Lindsay will take the lead.

**Executive Session**

 Staff was excused for the executive session.

The United Way Board of Directors approved a recommendation from the Evaluation and Executive Committees to give Dona Ponepinto a bonus of $5,000 based on her 2014 performance.  The board discussed and then advanced a motion which was approved by a majority of the board members by vote.

**Adjourn**

Jamey adjourned the meeting at 9:35am